

Marketing in 2022: Views from the experts

Fifteen of ISBA's Partners from our Partnership Programme reflect on what they think marketing will look like in 2022.

Simplifying agency ecosystems

Vlad Komanicky, CEO & Co-founder, [Alchemists](#)

In our view, the key trends shaping 2022 will be focused on simplifying agency ecosystems to help deal with the inherent complexity of modern marketing and new requirements put on the Martech stack through the vast reduction of effectiveness of the 3rd party data (cookies). In-housing will also be a part of these discussions as many more brands are exploring whether an in-house studio or agency is a suitable model. Lastly, commercial relationships between clients and agencies are likely to be scrutinised, and we hope this will be a renewed catalyst for innovations in this space.

When looking at agency and in-house ecosystems, the key challenges will not only lie with new technology, as marketers will still need to attract and retain the best talent. But the talent itself will not be enough as brands will also need to focus on operational management (demand planning, briefing, scope management and performance optimisations). Lastly, changes in marketing technology and a higher need to better manage own data through Customer Data Platforms will require even closer collaboration between Creative, Media and Data agencies and providers.

Looking at commercial innovation, we would also like to see performance-based payments finally get off the ground. And to see braver approaches and models, going beyond the traditional and, in our opinion, not-so-effective -10%/+10% Performance Related Fees (PRFs). Brands will need to be bolder if they want these performance models to have a tangible impact.

Developing your greatest assets

Beth Lewis, Head of Client Services, [Aprais](#)

The last two years have been challenging for advertisers and their agency partners. Whilst companies have worked hard to adapt, imposed working from home has given some their greatest assets the opportunity to re-assess work/life balance and the problems of 'always on' expectations.

Pre-2000, long hours were part of the 'work hard, play hard' culture but in the current environment millennials see 'work and ?'.

The more data-driven the campaigns become, the more clients depend on measurement and become more risk-averse. WFH removes the office 'buzz' and the opportunity to spark ideas off one another to create great campaigns.

The 'great resignation' appears to be a worldwide phenomenon and the result is gaps in both knowledge and experience for both clients and agencies.

Money is not the answer. Retaining your people is now about making work more enjoyable as well as developing their skills. Bringing the fun back into the business helps teams develop positive internal relationships that in turn help develop stronger relationships with their external partners. Training is important as knowledge can be learned. Relationships need to be experienced.

Smarter thinking for content creation

Claire Randall, CEO & Founder of [Claire Randall Consulting](#)

As the need for content in multiple formats and lengths only increases, so will the need for smarter thinking around content creation, asset re-use and technology.

The greatest trend of the last 5-10 years has been advertisers taking back control of their assets, through centralised production strategies. The need to produce content, at speed, during COVID-19, further highlighted the requirement for more agile, streamlined processes. Advertisers will continue to examine their operating models, to design the right ecosystem of external partners and in-house resources, with the right mix of skillsets, to meet their business goals.

As the ecosystem becomes more fragmented, the need for technology to manage rights and optimise asset reuse will become even more important. Budgets are only going to get tighter in 2022. Factors like inflation, shorter shoot days and ever-growing lists of deliverables, will put huge pressure on production. There will be an even greater need to come up with innovative solutions to deliver quality content at scale.

Marketers are finding the right In-housing model that meets their brand's needs

Ashton Gary, Digital Marketing Transformation Consultant at [Control v Exposed](#)

In 2022, we see more brands looking to in-house either some or all of their digital, data, and tech capabilities – with a number of marketers mostly focused on increasing the amount of adtech buying that occurs in-house. Marketers need to acknowledge that there is no ‘one-size-fits-all’ solution. The thinking, technology contracts, and data strategy is the easy part compared to having to take responsibility for ‘hands on keyboards’, ad operations, and the connections between martech and adtech.

Any company's in-housing model must adapt to the goals and expertise needed for both the brand and the agency. Marketers can more easily take ownership of their data for enhanced segmentation or in-depth reporting and retain the support of an agency to manage the more time-intensive aspects of media buying. Learning to strike that ideal balance between in-housing and external support is what we at CvE Consultancy call Right-Housing, which breaks traditional models by allowing both the brand and the agency level up their skills and expertise.

The trend towards in-housing marketing effectiveness will accelerate

Matt Andrew, Partner, [Ekimetrics](#)

Following the dominant theme in 2021 of what to do post-cookie and the need to replace attribution, 2022 will see a new chapter in measurement, where brands look more to owning their capabilities for competitive advantage.

While marketers' hands are being forced by regulation and the loss or weakening of previously relied upon tools, they will also be waking up to the possibilities presented by a more nuanced view of how advertising drives lifetime value. For many, this will mean a fundamental shift that will be both culturally and technologically complex.

However, done well, this places the emphasis back on the craft of marketing. Brands will be able to move away from short-term, blinkered and consequently blunt measures of channel attribution, engagement and consumption, to optimisation for value and profitability.

When approached with care, where technology enables rather than dictates change, this new approach to measurement is far from a loss. It will engender marketing effectiveness cultures filled with diversity, longevity and agility, with the consumer at the heart of it all.

Brands will evolve their approach to measurement and testing

Alex Tait, Founder, [Entropy](#)

eCommerce focussed brands have lots of opportunities in 2022 due to the shift in consumer behaviour brought on by COVID-19. However, they also have quite a few challenges impacting their P&Ls including inflation and marketing measurement.

Some of the cost increases they face include those on freight and digital media. In addition, digital measurement is fundamentally changing due to the phasing out of the cookie and Apple's privacy changes.

My prediction is that the smart brands will be those that significantly revise their approach to measurement and testing. They need to do this to ensure they have the optimal media mix to maximise their growth in this environment. We are leading innovation to address this challenge in both digital attribution and non-digital channels. The Out-of-Home MMM gold standard we recently developed with ISBA and Outsmart is a good example of the latter.

2022 will see a marked acceleration in the regular provision of key financial data by agencies to clients

Adrian Jenkins, Director, [Financial Progression](#)

March sees the second anniversary of contract compliance audits of marketing services agencies having been conducted almost exclusively remotely. The free flow of information between agencies, clients and auditors has become the new normal. Clients are demanding both greater and more timely visibility of their agencies' financial management of their media and advertising investments.

Agencies will offer a suite of core financial reports on a quarterly basis as part of their standard service provision, with bespoke reports becoming chargeable. Audit firms will ensure the information reported is robust and consistent with the agency's systems. Enhanced reporting will facilitate the performance of certain checks during, rather than after the end of, the year to ensure, for example, campaign and job reconciliations are being performed consistently and accurately.

Such collaborative working practices will benefit clients and agencies by enabling issues to be both identified and addressed in near real time, before they have an adverse effect on the day-to-day running of the account. Agencies who rise to the challenge will experience a marked improvement in client satisfaction and retention.

Significant shifts in media consumption habits

Emmanuel Josserand, Sr Dir Brand, Agency and Industry Relations, [FreeWheel](#)

The resilience of the ad market and last year's recovery have been astonishing. There have also been significant shifts in media consumption habits, with audiences tuning in to a broad range of services beyond linear TV or Subscription providers, including connected TV (CTV), broadcaster video-on-demand (BVOD), and advertising-supported video-on-demand (AVOD) streaming services. The ongoing appetite for advanced TV is likely to accelerate in the year ahead, making it a key driver behind the dynamic of the media landscape. Diverse consumption habits also mean that we are experiencing greater audience fragmentation, making it harder for marketers to reach certain consumers and measure effectiveness in a homogeneous way.

The recent efforts that have been deployed around cross-screen measurement, such as CFlight and ISBA's Cross-Media Measurement Programme, [Origin](#), will likely be a game changer for advertisers and agencies. We are expecting to see an influx of data-driven automated TV campaigns this year, as a result of broadcasters further advancing their capabilities and making it easier for advertisers to transact programmatically. Add to the mix ongoing discussions around such issues as identity & privacy and third-party cookie deprecation, and this year is likely to be both challenging and rewarding! We've got an exciting year ahead of us.

Cookie uncertainty likely to continue

Nitin Rabadia, Commercial Director, [Kepler](#)

Cookie uncertainty is holding the next digital revolution back which has potentially dangerous consequences of uncertainty about the future of digital measurement.

Kepler has encountered a considerable number of marketers who are deliberately doing nothing to prepare for the eventual demise of third-party cookies and the arrival of new audience technologies that will rely on first party data to fuel them.

There were a significant number of brands who benefitted from doing nothing because of Google's decision to pause the removal of third-party cookies from Chrome but they are going to find themselves in trouble if they gamble that way again. Whatever the tech giants decide to do regarding audience measurement, uncertainty is likely to continue as unlike the era of the cookie – no one size fits all system will emerge. Whatever happens first party data will be the sun around which all digital marketing will revolve. Brands should be taking urgent steps such as digital investment audit to assess what percentage of sales is cookie based. This is a low-risk step that could reveal the big risk a brand is taking by doing nothing. Next brands should plan to build first party

data aggregation, how to store and use it, plan to create a new investment model, surge in publisher relationship building and create an alternative model of investment including in-housing.

Digital marketers can set their own terms in 2022

Jeremy Leonard, CEO, [LEAD](#)

The post-pandemic shortage of digital talent is well documented. Digital roles are commanding as much as 30% more than their pre-pandemic salaries, and even then, candidates are turning them down.

Inflated salaries are compounding the issue luring people away from their current jobs. Smart talent is realising they can set the terms of their employment, dictating where they work from (office/home/beach), holiday allowances, and even setting the terms for their promotion.

Digital marketers can dictate the terms of their perfect job, benefits and salary without having to compromise. The labour market will eventually catch up, but that could take years.

In 2022 employers are going to have to completely rethink how they hire, manage and motivate digital talent. I'm excited to see what these new Org-models and ways of working evolve into, as well as the innovations and technologies these changes will undoubtedly drive.

The growth of the metaverse

Martin Verdult, Managing Director, [Media.Monks London](#)

Virtualisation is the new social fabric and it's where culture is created today. Digital transformation is accelerating even more, pushed by changes in digital consumer behaviour. Digital has gone from the place where I'd buy a concert ticket, to where I now go to see the concert. We see that with the growth of the metaverse, as well as web3 where themes such as decentralisation and a token-based economy are developing to be a cornerstone of our (digital) future.

This year there is an opportunity for brands and companies to take their place in this whitespace, an opportune area of growth.

A year of accelerated transformation

Ryan Kangisser, Managing Partner at [MediaSense](#)

We expect 2022 to be characterised as a year of accelerated transformation, as our recent Media 2025 research revealed with 3/4 brands looking to transform both their internal and external models. At the heart of this is a desire to build operating models which better serve consumers' needs and their ever-changing expectations. This will force more focus on the *right* data, the *right* tools and the *right* structures which enrich consumer understanding and create the ability to deliver the best experiences. This will encourage further convergence of media, creative, data, technology & ecommerce, which in turn will highlight one of the most pressing challenges for 2022; finding that elusive 'T-shaped' talent who can seamlessly connect different touchpoints and disciplines. Importantly, this battle for talent is being fought on all fronts and will need to be prioritised to deliver the desired levels of transformation and growth.

The growing importance of sound and why brands need to be heard

Helen Weisinger, CMO, [Tag](#)

We're at the cusp of a significant change. How we consume media and interact with technology today sees audiences spending less time navigating their smart devices with their fingers and eyes in favour of increased time using their ears and mouth instead.

Partially accelerated by the pandemic, which saw an increased desire to seek entertainment away from screens, consumers opted to partition their leisure time differently while working from home.

With podcasts, connected cars, 'hearable devices' and smart speakers showing no sign of slowing down (digital audio ad revenue is predicted to rise 84% by 2025) it's extraordinary that music and sound represent only 5% of a brand's marketing spend. 60% of smart speaker owners have already purchased something on their device.

The brands that build a cohesive sonic identity will be the brands that capitalise on market share in voice commerce, increase brand recognition and stay heard in an increasingly noisy world.

An increased focus on greater quality

Justin Taylor, MD, [Teads UK](#)

In 2021 we saw consumers demand - with their voices and their wallets - a more ethical side to brand purpose, asking businesses to consider every aspect of the world they impact, from the environment to data and targeting practices.

As we reflect on why and how things have changed, a clear pattern comes to the fore. Shifts in consumer demand coupled with how advertisers - and their buy and sell-side counterparts - are changing, all stem from an increased focus on greater quality.

Sustainable data practices, respect for the user, funding quality journalism, brand safety, and social responsibility leave brands with an enormous selection box of decisions. Accountability for a more responsible and efficient supply chain has moved out of the media agency, to the brand and right up to the boardroom. The C-Suite now want to know where their ads are being placed to understand where there are drops in efficiency and where their brand might be at risk.

All this leaves out our industry's biggest challenge; mitigating our impact on the environment. For some, keeping tabs on adspend through today's media landscape is difficult enough, let alone tracking carbon footprints. There are [tools](#) and [methodologies](#) available today to help marketers understand energy inefficiencies and how we can begin to turn the tide, including [Ad Net Zero](#), UK advertising's initiative to help our industry respond to climate change. [AdGreen](#) also seeks to unite the industry behind the goal of eliminating the negative environmental impacts of production

We are at one of the most exciting and fascinating times in marketing, as we address these issues head on, a more sustainable future is on the horizon.

The war for talent, and on behalf of talent

Christine Downton, Associate Partner, [The Observatory International](#)

Talent became increasingly top of mind as 2021 progressed. That trend will continue through 2022 but with the focus shifting from a battle to secure talent to an emphasis on nurturing talent.

Capacity and skills shortages were felt across the marketing industry – in client teams and agencies alike – evidenced by the redistribution of talent and wage inflation and by agencies being selective about the work they were prepared to pitch for. Skills gaps were evident in critical areas such as consumer insight and customer journey planning, data management and analysis and ecommerce.

The ability to attract talent being made worse by the perception that Marketing isn't a terribly nice place to work with concerns about work life balance and the industry's DE&I track-record.

Already in 2022, several initiatives from across the industry have started to tackle those concerns underpinning the case that marketing can be a force for good – both for consumers and the planet as well as for those that work in the industry.

2022 will see equity and nurturing as the foundations to address Marketing's perception and reality.